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TITLE Reengineering the Training Function. How To Align Training with the New Corporate Agenda.
REPORT NO ISBN-1-57444-019-5
PUB DATE 96
NOTE 281p.
AVAILABLE FROM Organizational Development and Research Associates, Inc., 10480 Little Patuxent Parkway, Suite 400, Columbia, MD 21044-9798 (\$39.95; quantity discounts available).
PUB TYPE Books (010)
EDRS PRICE Document Not Available from EDRS.
DESCRIPTORS Adult Education; Employer Employee Relationship; Global Approach; *Human Resources; *Job Training; *Labor Force Development; Lifelong Learning; Organizational Change; *Organizational Development; Productivity; Systems Development
IDENTIFIERS *Learning Organizations

ABSTRACT

This book addresses the goal of radically repositioning training from a peripheral role in the organization to that of a provider of bottom-line results, return on investment, and driver of performance. Each of five parts, and their respective chapters, begins with a changing mindset model that implies a shared perception, by both the individual and the organization, of the business practices of the organization. Part 1 proposes that the global economy has generated new corporate realities; it focuses on the role of human resource development and describes the training function in a continuous learning organization. Part 2 considers the following: identifying unproductive practices; viewing training from its most vulnerable perspective--unproductive training practices; and conducting a strategic training audit. Part 3 presents reengineering as an obligatory moment; it recommends a reengineering strategy and introduces the concept of systems thinking as a critical component of the continuous learning organization. Part 4 presents benchmarking as the true enabler of the reengineering process and provides examples of the best training practices. Part 5 considers the need to develop an integrated global work force strategy and the requirements of accelerating new technologies and corporate realities. It concludes by looking at the chief training officer and the continuous learning organization. (Appendixes include lists of 204 references, resource organizations, conferences, and quality award programs and an index.) (YLB)

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